

NEW SOUTH WALES RAIL TRANSPORT MUSEUM



ABN: 25 000 570 463



CORPORATE PLAN 2006 - 2010

Abridged Edition
Version 2.0, April 2006
Supersedes the 2003 - 2008 Corporate Plan
issued November 2003

NSW Rail Transport Museum

- telling the NSW rail story through rail heritage conservation, experiences and involvement

OUR FOUNDATIONS

The New South Wales Rail Transport Museum (NSWRM) is an independent, voluntary organisation established in 1962 for the purpose of collecting, preserving, restoring and presenting the railway heritage of New South Wales, for the benefit of the community. We are a registered charitable organisation.

We have some 2,000 members, including an active volunteer workforce of over 300. We are largely self-funding, and over the years have received only limited external support.

We have conserved, maintain in our custody, and display, the largest and most significant collection of heritage rolling stock in Australia. A large proportion of our collection belongs to State Rail. Most of the collection is based at our Rail Heritage Centre at Thirlmere, near Picton, in the foothills of the Southern Highlands in NSW. We also have a smaller museum out-station at Valley Heights, maintained by our Blue Mountains Division.

The present collection would not exist but for the foresight of the members of the NSWRM since its inception, in identifying and securing for conservation a wide range of locomotives and other railway vehicles. The collection has since been cared for and displayed consistent with our available resources and finances. We have largely self-funded our ongoing activities and an impressive range of special projects. We have worked cooperatively with partners to provide cost effective conservation works and events.

As a volunteer-based organisation, NSWRM recruits widely from the NSW community, in particular the greater Sydney region and the local Macarthur, Wollondilly, Southern Highlands, Illawarra and Blue Mountains communities.

NSWRM endeavours to sustain heritage skills and encourages inter-generational knowledge transfer. We encourage young people to join in our work as a worthwhile and stimulating activity meeting some of their educational and social needs.



The NSWRM is the pre-eminent rail heritage organisation in NSW, because of -

- the number and significance of the exhibits in its ownership or custody,
- its history and efforts in preserving those exhibits at a time when they would otherwise have been scrapped,
- its very substantial moral and actual investment in the collection in terms both of members' efforts and self-funded cash,
- its expertise in exhibits management, train operations and heritage conservation work,
- its strong, democratic membership base,
- its substantial current volunteer workforce, engaged both in conservation and operation of heritage trains, and
- its focus on broad interpretation of the collection and its social relevance - telling the NSW railway story.

OUR CORE BUSINESS:

● Railway Museum:

Our museum at Thirlmere, supported by a smaller museum at Valley Heights, is dedicated to the presentation and interpretation of relics of the railways of NSW, in the context of social history. Our aim is a living museum which conserves and interprets the collection so as to provide a link with the past that resonates with visitors and entices them into the story of rail and its role in the development of the state.

● Train operations:

We believe that an effective museum must offer a high level of interactivity - that interpretation of exhibits needs to engage and involve the visitor as much as possible. Locomotives and rolling stock can best be appreciated if they are experienced in action.

Our objectives therefore include the operation of steam and diesel locomotives, freight and passenger vehicles, so as to promote appreciation and enjoyment of rail heritage, and helping to fulfil our important educational and regional tourism roles.



● Heritage railway:

The NSWRTM has its own authentic country branch-line and an 1880s railway station at Thirlmere, where we display, in operation, a variety of trains, explaining their relevance to society and regional development and, the contribution made by the railways in developing the nation - moving freight, mail and passengers.

OUR FUTURE - BUILDING ON THE PAST:

In a rapidly changing world we see new challenges emerging for the sustainability of rail heritage - the declining role and recognition of rail, the ascendancy of the consumer culture, an ageing volunteer and asset base, the need for skills transfer and development, increased regulatory requirements and costs, and scarcer sources of funding.

The NSW Rail Transport Museum is increasingly focussing on the overall role and story of rail in its social context. Locomotives, trains and hardware are a vital support act to the real story of rail - but they, alone and without the necessary emphasis on interpretation, are not sufficient to capture people's imagination and sustain a strong market. Therefore the NSWRTM seeks to foster interpretation of railways in relation to people, engineering, landscape and development - more effectively demonstrating the relevance and importance of the rail heritage collection to the community and complementing the current rail story.

Our Corporate Plan provides strategies to address these challenges, and to integrate and consolidate activities aimed at sustainability and community relevance. We will continue to pursue partnerships and activities in the future which support our aims.

OUR MISSION:

To tell the NSW railway story through rail heritage -

- conservation,
- experiences, and
- involvement

OUR VISION:

To be recognised by the community as the premier railway heritage organisation in Australia.

OUR ACTIVITIES:

● Rail heritage conservation

- NSW rail heritage collection
- Rail heritage advocacy and consultancy
- Heritage restoration and maintenance

● Rail heritage experiences

- The NSW Rail Heritage Centre, Thirlmere
- Thirlmere Heritage Railway
- Valley Heights Locomotive Depot Heritage Museum
- Heritage Express Rail Tours - regional tourism
- Outreach and displays
- Merchandising

● Rail heritage involvement

- Members, supporters and friends
- Volunteers, including youth and seniors
- Education - visitors & community
- Training & development including external
- Community involvement
- Partnerships
- Other Divisions

OUR KEY PROGRAMS - Telling the NSW railway story:

- Conservation & heritage management
- Increasing public awareness of rail heritage
- Education
- Developing rail heritage tourism
- Outreach - taking rail heritage to the community
- Customer service
- Building & maintaining our support base
- Interpretation & presentation
- Maintaining our expertise in rail heritage
- Environment

THE NSWRTM VALUE CYCLE:

Our collection and core activities are -

- underpinned by our conservation policies, principles and plans, and
- funded by volunteers' and staff effort, members and friends donations, sponsorship and other funding sources for major projects.

Our museums and train operations, which are largely self sustaining, are the ways we display and interpret our collection, so as to tell the NSW rail story. This is the value we provide to the community.

CONSERVATION & HERITAGE MANAGEMENT:

- **Objectives:**
 - To manage the collection so as to ensure its conservation, security and integrity.
 - To maintain the whole collection intact as far as possible as a complete entity.

INTERPRETATION & PRESENTATION:

- **Objectives:**
 - To communicate to the community the development and social benefits of the NSW Railways from its origins to the modern day.
 - To communicate the significance of our exhibits and encourage their understanding through interpretation and education.
 - To present our exhibits to best practice standards.

CUSTOMER SERVICE:

- **Objectives:**
 - To meet and exceed the expectations of our customers in all aspects of our business.
 - To fulfil our Customer Charter in all our service delivery activities.

OUR PEOPLE - members, volunteers, friends & supporters, staff:

- **Objectives:**
 - To increase our active membership.
 - To create a safe, healthy and positive working environment which will retain, develop and attract the people we need, whether volunteers or paid staff.
 - To increase our volunteer workforce and improve the commitment, satisfaction and enjoyment of our volunteers.

MANAGEMENT & PERFORMANCE:

- **Objectives:**
 - To provide leadership, vision and effective governance.
 - To plan and position the organisation to achieve its objectives and its vision for the future.

SAFETY:

- **Objectives:**
 - To ensure an accident-free organisation by creating a safe and healthy working environment for our people.
 - To ensure that our operations are accident free.
 - To systematically identify and control all potential risks to our operations.
 - To make safety an integral part of the management of the Museum's operations, by ensuring that safety issues are considered in all operations planning.

KEY STAKEHOLDER RELATIONSHIPS:

- **Objectives:**
 - To consolidate our position as the principal custodian of NSW state-owned moveable heritage.
 - To develop and maintain a relationship with local, state and federal governments which recognises our unique situation and the value we provide to the community.
 - To strengthen our position, links and relevance in the local community.

OUTREACH & TRAIN SERVICES:

- **Objectives:**
 - To bring the railway story to the community by providing valued and engaging rail experiences.
 - To demonstrate through our train services the relevance and importance of the rail heritage collection to the community.
 - To foster interpretation of railways in relation to people, engineering, landscape, by taking our rail heritage to the community.
 - To provide a valuable and collaborative aid to regional tourism.

RESOURCES & FINANCE:

- **Objectives:**
 - To carry out necessary major development of our infrastructure through effective planning and the securing of funds.
 - To provide for long-term sustainable needs for operational rolling stock and exhibits restoration.
 - To maintain our financial viability and effective control of our finances.

MARKETING & COMMUNICATIONS:

- **Objectives:**
 - To grow our business through increasing the number of customers and associated profit.
 - To communicate our products and the significance and value of our activities to the community and to our members.

ENVIRONMENT:

- **Objectives:**
 - To undertake our business in an environmentally sensitive and responsible manner.
 - To minimise any impact on the environment resulting from our activities.
 - To comply with relevant environmental legislation.
 - To encourage and support our people in effective environmental management and risk minimisation.